



NCO-ER Preparation Guide



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NCO-ER EVALUATION REPORT

PREPARATION GUIDE

1. PURPOSE: To provide a simplified, easy-to-read, guide to preparing Noncommissioned Officer Evaluation Reports (NCO-ERs). The intent of this guide is not to replace the governing Regulation, AR 623-205. Rather, this guide will serve as a useful 'teaching' tool for young NCOs and officers. Users should still become familiar and comply with the provisions of AR 623-205.
2. APPLICABILITY: This guide applies to all Army NCOs, officers, and civilian personnel, as well as members of other services, who rate and senior rate Army NCOs.
3. SUGGEST IMPROVEMENTS: This is a one-time only publication and will be distributed electronically. Users may change it to meet the needs of their own installations/units and publish locally if desired. Hardcopies will not be distributed by PERSCOM.

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CHAPTER I - PERFORMANCE COUNSELING

PERFORMANCE COUNSELING

To stimulate leadership development, increase competence, teach and reinforce Army values and Standards

1. Face-to-face performance counseling between the rater and the rated NCO is required to improve performance and professionally develop the rated NCO. It is the process by which the rater develops and communicates performance standards at the beginning of the rating period (within the first 30 days) and discusses progress toward meeting these standards at least quarterly during the rating period. The goal is to get all NCOs to be successful and meet standards.

a. The best counseling is always looking forward. It does not dwell on the past and what 'was' done, but rather on the future and what 'can' be done better.

b. Counseling at the end of the rating period is too late since it does not provide sufficient time for the rated NCO to make improvements prior to the evaluation.

2. It is important to note that counseling is 'mandatory' for all NCOs. It is not an option and rating officials should take every advantage of this useful tool for providing feedback to the rated NCO on where he stands. This precludes any surprises when it is time for the actual evaluation report. If proper counseling is being done, a rated NCO should never be alarmed if he receives a report that highlights shortcomings or failures.

COUNSELING CHECKLIST

"Has information needed to counsel"

1. The Checklist/Record is designed for use with the NCO-ER as a sole source counseling support document. It contains key and essential information to prepare for and conduct a counseling session. It also provides a place to record the results. All NCOs are required to use the NCO Counseling Checklist.

a. The rater keeps one checklist for each rated NCO until after the end of the rating period.

b. At first glance the checklist appears long; however, most of it is reference material concerning the "what" of counseling, the Army values and NCO responsibilities. The information contained in the NCO Counseling Checklist/Record is certainly useful but only if it is read.

2. Raters and other members of the chain of command are authorized and encouraged to periodically check to ensure that counseling is being done. Senior raters should require raters to submit the counseling packet with the NCO-ER.

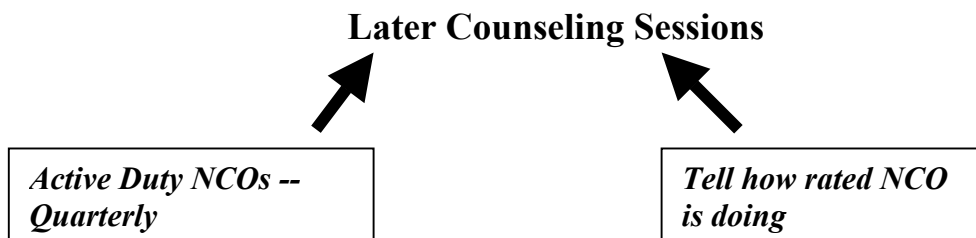
How to plan and conduct performance counseling using the Counseling Checklist/Record (DA Form 2166-8-1)

COUNSELING CHECKLIST/RECORD – PAGES 1 & 2

- ◆ Step-by-step checklists for rater on “How To” plan for and conduct:



Rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCO-ER, explains the standards for success, records key points discussed and obtains the rated NCO’s initials.



Rater updates the duty description and discusses what was done well and what could be done better based on observed action, demonstrated behavior and results. Rater records key points discussed and obtains the rated NCO’s initials.

A copy of the NCO Counseling Record follows. Read and study it thoroughly in order to gain a full understanding of how to maximize its use.

REMEMBER: *initial and subsequent counseling which uses the mandatory NCO Counseling Checklist/Record, coupled with a “working copy” of the NCO-ER is a most useful tool for rating officials. It will preclude rating officials from scrambling for bullet comments at the end of a rating period. If counseling is conducted properly, raters are writing bullets down each quarter. Therefore, when it is time to complete the evaluation, it's a much easier task. The other advantage is that it diminishes the possibility of generating an unjust, unfair, or administratively incorrect evaluation.*

CHAPTER II - PREPARING A NCO-ER

PART I - ADMINISTRATIVE DATA

NCO EVALUATION REPORT						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.	
For use of this form, see AR 623-205; the proponent agency is DCSPER							
PART I - ADMINISTRATIVE DATA							
a. NAME (Last, First, Middle Initial) ELWAY, JOHN D.				b. SSN 222-33-0000		c. RANK SSG	
d. DATE OF RANK 010901				e. PMOSC 75H3P00SP			
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HHC, 3d Battalion, 19 th Infantry, Fort Stewart, GA 31313						g. REASON FOR SUBMISSION 2 ANNUAL	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials
FROM	THRU				1. Given to NCO	Date	
YYYY MM	YYYY MM				2. Forwarded to NCO		
2001 12	2002 11	12					
							n. CMD CODE FC
							o. PSC CODE FS17

Item

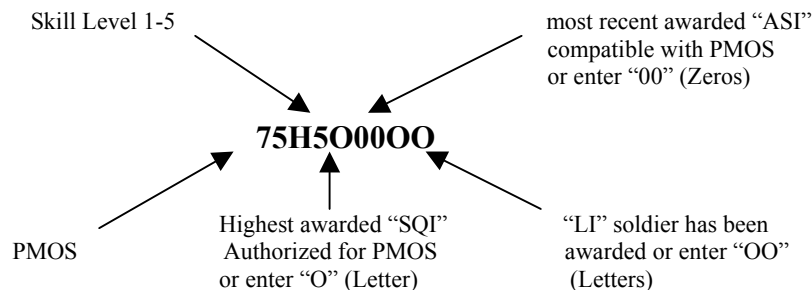
a. NAME: Enter Last name, first, MI (**will be entered in all CAPITAL letters**)

b. SSN (with dashes)

c. RANK (capital letters). Enter the three-letter abbreviation for the NCO's military rank, not pay grade (e.g., SSG, SFC, MSG, SGM). The administrative data on the NCO-ER of NCOs frocked to 1SG, SGM, or CSM will reflect the rank, date of rank, and primary MOSC held prior to the frocking action. However, in addition to the NCO's rank in Part 1c, enter the appropriate frocked rank in parenthesis immediately following the rank entry. The entries are SFC (1SG), MSG (SGM), or MSG(CSM).

d. DATE OF RANK: Enter the six-digit date of rank in the year-month-day (yymmdd) sequence (e.g., 990802).

e. PMOSC: Enter PMOS Code in five, seven or nine digits. A nine-digit PMOS Code would be entered as follows:



f. UNIT, ORGANIZATION, STATION, ZIP CODE OR APO AND MAJOR COMMAND. Enter the rated NCO's unit, organization, station, zip code or APO and major command in that order.

g. **REASON FOR SUBMISSION:** Enter the appropriate report code in the left-hand portion of the block and the type of the report title in the right-hand portion of the block (e.g. 2 = Annual, 3 = Change of Rater, 4 = Complete the Record, 5 = Relief for Cause, 7 = 60-Day Rater Option, 8 = Senior Rater Option. Whenever a soldier departs for an undetermined period of time, and it is unsure whether or not the period will exceed 90 days, complete a change of rater report.

NOTE: *The '60-Day Rater Option' and the 'Senior Rater Option' NCO-ERs are newly authorized in AR 623-205. Specific guidance pertaining to when these reports may be submitted is outlined in chapter 3, paragraphs 3-32 and 3-33. Also, note the rule changes for 'Complete the Record' reports in paragraph 3-31.*

h. **FROM Date.** Enter the beginning date in the boxes, using four-digit numerical identifiers for year and two-digit numerical identifiers for month. The beginning month is always the month following the ending month of the last report, except for reports rendered in the following situations: An NCO's first report period begins on the effective date or promotion to Sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, or reentry on active duty after a break in service of 12 months or more, or the date of the Army Board for Correction of Military Records (ABCMR) memo which approves reinstatement of a promotion. *IF YOU ARE NOT SURE OF THE ENDING DATE OF THE RATED SOLDIER'S LAST REPORT, CALL YOUR NCO-ER EVALUATIONS SECTION OR THE EREC INTERACTIVE VOICE RESPONSE SYSTEM AT DSN 221-3732, COML: 703-325-3732.*

THRU DATE: Enter the ending date, using four-digit numerical identifiers for year and two digit numerical identifiers for month.

NOTE: *The revised NCO-ER (DA Form 2166-8, October 2001) requires a four-digit year for the FROM and THRU dates. This applies only to FROM and THRU dates on the front and back of the NCO-ER.*

i. & j. **RATED MONTHS AND NONRATED CODES:** Determine the beginning month, which is always the month following the ending month of the last report (except for an NCO's first report). Identify the ending month, which is the month of the event that generates the report regardless of when the event occurs during that month. Total the months. Compute nonrated months as follows: determine the total days in the report period during which the NCO was in a nonrated status, i.e.

A - AWOL/Desertion

B - break in active enlisted service of 12 months or less

C - in confinement

D -TDRL

I - in transit between duty stations, including leave & temporary duty

M - missing in action

P - patient

Q - lack of rater qualification

S - student at a military service or civilian school

Convert the total nonrated days to nonrated months, (e.g., 15 days or less = 0 nonrated months, 16 days to 45 days = 1 nonrated months, 46 days to 75 days = 2 nonrated months, 76 days to 105 days = 3 nonrated months). Subtract the nonrated months from the total months. The remainder is the number of **rated** months during the reporting period.

Periods of *ordinary leave* is considered rated time. Leave between duty stations (in transit) and convalescent leave is considered non-rated. Periods of attendance at military or civilian schools that represent TDY, SD, or PCS of less than 20 weeks will be nonrated. **Remember:** each month of a report period must be accounted for with rated months or nonrated code(s).

k. ENCL. Enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO-ER. There are only three authorized enclosures to an NCO-ER. They are:

- 1) reviewer's letter of nonconcurrence
- 2) letter directing a relief for cause initiated by other than the rater or senior rater; or
- 3) letter authorizing a relief for cause for a period of less than 30 days.

l & m. LEAVE BLANK. MPD or servicing PSC will complete this block.

n & o. CMD and PSC Codes. Enter the appropriate codes for your installation.

PART II – AUTHENTICATION

PART II - AUTHENTICATION			
a. NAME OF RATER (<i>Last, First, Middle Initial</i>) DANGER, ROY E.	SSN 000-11-2222	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 75H40, HHC, 3d Battalion, 19 th Infantry, Fort Stewart, GA 31313 PAC Supervisor			DATE
b. NAME OF SENIOR RATER (<i>Last, First, Middle Initial</i>) VICE, CLARA T.	SSN 333-44-6789	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, SC, HQs 3d Battalion, 19 th Infantry, Fort Stewart, GA 31313 Battalion Adjutant			DATE
c. <small>RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).</small>		SIGNATURE	DATE
d. NAME OF REVIEWER (<i>Last, First, Middle Initial</i>) PEACE, OTTO P.	SSN 444-55-9876	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT MAJ, IN, HQs, 3d Battalion, 19 th Infantry, Fort Stewart, GA 31313 Battalion Executive Officer			DATE
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/>		UR WITH RATER AND/OR SENIOR RATER EVAL (<i>See attached comments</i>)	

Parts II a, b, d: Enter the rater's, senior rater's, and reviewer's identification. (See examples above) The rank portion of each section will contain the appropriate three letter rank abbreviation unless the official is a promotable MSG occupying a SGM position and acting as a reviewer, in which case enter MSG(P). For rating officials who are not U.S. Army officers/NCOs, in addition to rank, enter

their pay grade and branch of service. For example, a U.S. Navy CDR would be entered as CDR/05, USN; a USMC gunnery sergeant would be entered as GYSGT/E7, USMC. When a frocked NCO renders an NCO-ER as the rater, senior rater, or reviewer, enter the three letter frocked rank (1SG, SGM, or CSM) in the applicable block. A civil service official would be entered as GS- or GM-. For members of the Senior Executive Service, SES will be entered in lieu of a grade. Additionally, enter the PMOS for NCOs and MOS for warrant officers or branch for commissioned officers. **The names may be all CAPS or Upper/Lower case for the rating officials - all must be consistent.**

- The Senior rater obtains the rated NCOs signature.
- The reviewer is responsible for rating safeguard and over-watch. If the reviewer determines that the rater and/or senior rater have not evaluated the rated NCO in a clear, consistent or just manner, the reviewer will consult with one or both rating officials to determine the basis for the apparent discrepancy. If the NCO-ER is subsequently revised to the point that the reviewer no longer disagrees with the evaluation, then the reviewer marks the concur box. If the rater and/or senior rater do not acknowledge a discrepancy and indicate the evaluation is their honest opinion, the reviewer marks nonconcur box and adds an enclosure that clarifies the situation and renders his or her opinion as to the proper manner of performance and potential. The reviewer will not direct that the rater and/or senior rater change an evaluation believed to be honest. Selection boards continue to comment on the importance of the reviewer's role in addressing rating conflicts.
- There are still far too many instances where rated NCOs refuse to sign a report because they disagree with the evaluation. Rating officials must ensure that rated NCOs are familiar with what their signatures mean. Simply stated, the NCO's signature on the report indicates:
 - 1) the NCO has seen the completed report (except parts II d and e)
 - 2) the administrative data is correct (except parts I k-o.)
 - 3) the rating officials are proper
 - 4) NCO is aware of appeals process
 - 5) duty description and counseling dates are accurate
 - 6) APFT and height/weight entries are correct

The rated NCO's signature does **NOT** constitute agreement or disagreement with the evaluations of the rater or senior rater.

PART III - DUTY DESCRIPTION

PART III - DUTY DESCRIPTION (Rater)				
a. PRINCIPAL DUTY TITLE ENTER PRINCIPAL DUTY TITLE		b. DUTY MOSC ENTER DMOS		
c. DAILY DUTIES AND SCOPE <i>(To include, as appropriate, people, equipment, facilities and dollars)</i> This portion should provide an accurate description of the NCO's scope of duties with regards to mission, personnel supervised, equipment and resources handled, and personnel supervised; do not use acronyms that are not commonly understood/recognized across the Army; duty description should be as thorough as possible with the limited space available; separate phrases within the duty description with a semi-colon (;) and use a period (.) at the end of the duty description.				
d. AREAS OF SPECIAL EMPHASIS The purpose of this block is for the rater to communicate to the NCO which events, such as inspections or exercises, etc., that the rated NCO should concentrate his/her efforts. If an NCO has made a contribution in one or more special emphasis, the rater or senior rater should make a comment in Part IV or V.				
e. APPOINTED DUTIES Unit Mail Clerk, Publications NCO, Unit Reenlistment NCO (if an NCO has made a contribution in one or more areas of appointed duties during the rating period, the rater and/or senior rater should comment in Part IV or V.				
f. Counseling dates from checklist/record	INITIAL 011218	LATER 020303	LATER 020610	LATER 020901

- a. PRINCIPAL DUTY TITLE: Enter principal duty title based on duty appointment memorandum.

- b. DUTY MOSC: Enter DMOS. Five character minimum. Seven if an ASI is required, and nine if a language code is required.

- c. DAILY DUTIES AND SCOPE. The duty description should be short and structured to highlight what's important and omit excess verbage. It should provide an accurate description of the NCO's scope of responsibilities, i.e. number of people supervised, amount of equipment and resources managed or handled (include dollars, if known). Leadership positions, such as platoon sergeant, should be clearly stated in the appointed duties block.

- d. AREAS OF SPECIAL EMPHASIS. Areas of special emphasis should be identified during the first counseling session. This area serves to emphasize those items that need to receive top priority effort at least during the first part of the rating period. This is another way of letting the rated NCO know what is expected. At the end of the rating period when it is time to fill out the form, this area should include, and therefore highlight to anyone that reads it, the most important items that applied any time during the rating period. Examples are: Preparation for SFOR deployment, inspection of warehouse, SIDPERS acceptance rate, develop new computer software for operations section, plan and implement new NCODP.
NOTE: When a rated NCO makes a contribution in one or more areas of special emphasis during the rating period, the rater and/or senior rater should make a comment in Part V. DO NOT CLUTTER THIS BLOCK WITH LONG SENTENCES. **Rating Officials may only use the first two lines in this block to list areas of special emphasis. Line 3 of this block is reserved for listing of email addresses for all three of the rating officials. The first choice is the AKO email address. ONLY when there is no AKO email address available will a unit/office email or personal Internet email address be used. When an AKO email address is used, there is no need to add the portion after the @ sign since it's standard on all. Example: william.f.longnose@.**

- e. **APPOINTED DUTIES:** Appointed duties represent significant additional demands upon the NCO's time. Thus, they are duties which are not normally associated with the duty position, such as appointment as Reenlistment NCO, Equal Opportunity Leader, Master Fitness Trainer. When an NCO makes a contribution in one or more appointed duties during the rating period, the rater and/or senior rater should make a comment in Part V.
- f. **COUNSELING DATES.** The initial and later counseling dates are supplied by the rater from the Counseling Checklist/Record. *If counseling was not accomplished during the rating period, dates will be omitted and the Senior Rater must enter a statement in Part Ve explaining why the counseling was not accomplished.*

NOTE: *There is NO CHANGE in the format for counseling dates on the new NCO-ER form (DA 2166-8). Counseling dates will continue to be entered as yymmdd (for example: 011222).*

PART IVa - VALUES/NCO RESPONSIBILITIES

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS		(Rater)		
a. ARMY VALUES. Check either "YES" or "NO". (Comments are mandatory for "No" entries; optional for "Yes"				
V A L U E S	Loyalty	1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.	Yes	
	Duty	2. DUTY: Fulfills their obligations.		
	Respect	3. RESPECT/EO/EEO: Treats people as they should be treated.		
	Selfless-Service	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.		
		5. HONOR: Lives up to all the Army values.		
		6. INTEGRITY: Does what's right - legally and morally.		
		7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).		
Bullet o rater will address each of the seven values by placing an 'X' (typed, handwritten or by computer) in either the 'YES' or 'NO' box o bullet comments are mandatory for 'NO' ratings and must be specific o bullet comments are optional for 'YES' ratings - but encouraged to address NCO's strongest values				

DA Form 2166-8

REPLACES DA FORM 2166-7, SEP 87, WHICH IS

USAPPC V1.00

IVa Values are what soldiers, as a profession, judge to be right. They are the moral, ethical and professional attributes of character. They are the heart and soul of a great Army. The rater will answer each question by placing (handwritten or typed) an "X" in either the YES or NO box. Bullet comments are used to explain any area where the rated NCO is particularly strong or needs improvement. Bullet comments are mandatory for NO ratings and must give a clear description of why the value/responsibility was rated "NO." **Example:** "soldier received two DUIs during rating period" instead of "soldier's conduct was unbecoming".

IVb-f VALUES/NCO RESPONSIBILITIES. On the left, each responsibility is listed and highlighted by trigger words. For each responsibility, the rater places an 'X' (may be handwritten or typewritten) in one of the four boxes based on the following criteria:

RATED NCO'S NAME (Last, First, Middle Initial)		SSN	THRU DATE
+ SAMPLE, JOHN R. john.sample@		123-45-6789	2002 11 +
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <small>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</small>			
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence		o second line of a bullet may start under the "o" or under the first letter of the first line as long as they are consistent throughout o bullet comments to support "Excellence" ratings are mandatory -nd must be substantiated by specific examples and measurable results o bullet comments for "Needs Improvement" ratings are mandatory and must be specific, i.e. what happened, what was the deficiency	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		APFT PASS 0209 HEIGHT/WEIGHT 63/132 YES	
o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier		o the bullet "IAW standards of AR 600-9" is no longer authorized when "YES" is entered in Height/Weight Block o excellence ratings based solely on the APFT only require the bullet "received the Physical Fitness Badge"	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do		o double space between bullets and no more than two lines per bullet o bullets must begin with lower case letters and no punctuation at the end o a specific bullet can only be used once; decide which responsibility block it fits best	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win		o the first bullet in each rating should be the strongest and the bullet that justifies the excellence rating o best bullets start with action verbs or possessive pronoun (his/her) o avoid using NCO's name or the personal pronouns he/she in bullets	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong		o handwritten comments, underlining, italics, and excess use of capital letters cannot be used in bullets o NCOs receiving all success ratings may receive a rating of 'among the best' or 'fully capable' o NCOs receiving one or more 'needs improvement' ratings in part IVb-f cannot receive a rating of 'among the best'	
EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			

- **EXCELLENCE:** Exceeds standards; demonstrated by specific example(s) and measurable results; special and unusual, achieved by only a few; clearly better than most others. Examples:
 - o received Physical Fitness Badge
 - o qualified entire squad as expert with M-16 and M-60
 - o awarded the expert Infantryman Badge (EIB)
- **SUCCESS:** Meets all standards; majority of ratings; fully competitive for schooling and promotion; counseling goal to bring all NCOs to this level. Examples:
 - o shares experiences readily, constantly teaching soldiers
 - o constantly seeking to improve, completed three subcourses during rating period
 - o coached and played on company softball team
 - o established a comprehensive cross training program for his section

- o his platoon had only one tank on deadline report (for 10 days) during last 11 months
- **NEEDS IMPROVEMENT:** Missed meeting some standard. Examples:
 - o was often unaware of whereabouts of subordinates
 - o had the highest deadline rate in the company due to apathy
 - o lacks the endurance/stamina to complete company runs
 - o unprepared to conduct formal training on three occasions
 - o failed to meet APFT standards for the two mile run and sit-ups with a total score of 148

SPECIAL NOTE: On the new NCO-ER Form (DA 2166-8), enter the THRU date at the top of page 2 in the same four-digit format as the THRU date on the front of the form. For example, November 2001 will be entered as 2001 11. No dash is necessary between the year and month but a space IS required.

IVb-f **BULLET GUIDANCE:** Specific bullet examples are mandatory for excellence or needs improvement ratings. Comments must be entered in “bullet” narrative format adhering to the following rules:

- o short, concise, to the point
- o ideal bullet is one line, but no more than two
- o no more than one bullet to a line
- o must double-space between bullets
- o best bullets start with action verbs or possessive pronouns (his/her)
- o avoid using NCO’s name or the personal pronouns he/she
- o the first bullet in each rating should be the strongest and the bullet that justifies the excellence rating
- o each bullet will be preceded by a small 'o'
- o bullets should be '*past*' tense (evaluation is of 'past' performance)
- It does not matter whether there is one space or no space after the small 'o'; or start a second line under the bullet or under the first letter of the first line as long as all bullets are consistent throughout the NCO-ER. However, bullets should begin with 'small' letters (NOT CAPS) and there should be no punctuation at the end of the bullets.
 - o a specific bullet can be used only once (decide which responsibility the bullet fits best)
 - o bullets that relate directly to the NCO’s abilities, responsibilities, or reflect something specific that he or she did, convey a very clear picture to selection boards – they tell a story.

Generic bullets (comments that could apply to almost all NCOs) do have value as they show the

NCO's adherence to Army values, however, they should be used along with personalized bullets to give a complete picture.

- o do not use exclamation points, excessive capitalization, underlining, or italics in bullet comments.
- o using the abbreviation "etc." is not acceptable in a bullet comment.
- o when using code and exercise names, specify the exercise and communicate what the rated NCO did to make him or her invaluable.
- o excellence bullets should be clearly articulated as something above the ordinary, something quantifiable, and accomplished during the rating period. Measure the accomplishment against a quantifiable or qualitative standard.
- Bullet comments are optional when success ratings are given. This was designed to stress that success ratings mean the NCO meets the standards. The best success bullets identify what the rated NCO did during the rating period and deal with specifics related to the NCO's duties and responsibilities. Good NCOs deserve to have their permanent file reflect what they accomplished. Reports with five success box checks and no bullet comments from the rater are hard to interpret by boards. The question arises as to whether the NCO really meets the standards or if the NCO is borderline between success and needs improvement. This makes it difficult for board members and personnel managers to get a true picture of the NCO. Raters should consider the potential effect of submitting an NCO-ER with no bullets or a success box check with a negative bullet. Ensure that the rating you want to portray is easily understood.
 - o When writing bullets to support '*Needs Improvement*' ratings, the bullets should tell what happened, what the deficiency was, what went wrong. Generic bullets used to support '*Needs Improvement*' ratings often look like the rater had a deficiency in communicating with the NCO and it's often hard to determine the problem.
 - o Enclosure 1 contains examples of bullets extracted from NCO-ER Updates for "*excellence*", "*success*", and "*needs improvement*" ratings. Review these bullets and take note of the excellence bullet comments that contain specific and measurable results.

IVc. APFT Data.

o Enter one of the following APFT entries: "PASS" or "FAIL" and the year and month of the APFT results, or "PROFILE" and year and month the profile was awarded. **Example:** PASS 0109. These entries will reflect the NCO's status on the date of the most recent APFT administered by the unit within the 12-month period prior to the last rated day of supervision. If the date is older, EREC will need a memorandum stating that this is the most current information available. Entries for APFT and Height/Weight are verified by the Rater.

- See Enclosure 2 for detailed explanation on APFT and Profile entries. **(NO CHANGE in format for entering APFT date on DA 2166-8)**
- **Excellence ratings based solely on the APFT only require the bullet "awarded the Physical Fitness Badge." (Physical Fitness Badge is awarded to soldiers attaining a minimum of 90 points in each event). Numerical score of 300 may be entered at discretion of the rater but is not required to justify excellence. A rating of "Needs Improvement" still requires entry of the actual APFT score.**

ADDITIONAL GUIDELINES:

- Reference cannot be made to the following in Part IV, V or in any NCO-ER Enclosure:
 - Allegation
 - Letter of Reprimand
 - Court martial
 - Reenlistment or letter of declination (same as bar)
 - Anything pending
 - Letter of admonishment
 - Reduction
 - Article 15
 - Flagged
 - Civil Trial
- Reference can be made to the following in Part IV, V or any NCO-ER Enclosure:
 - Cited for or received a DUI
 - Tested positive on urinalysis
 - Criminal incident
 - Dropped from the rolls
 - Violated AR 600-20 (fraternization or similar regulatory noncompliance)
 - Senior rater may recommend/request discharge, separation or QMP
 - AWOL
 - Apprehended
 - Fraud
 - Arrested
 - Incarcerated
 - Desertion

PART V - OVERALL PERFORMANCE AND POTENTIAL

PART V - OVERALL PERFORMANCE AND POTENTIAL									
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. AMONG THE BEST FULLY CAPABLE MARGINAL <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				e. SENIOR RATER BULLET COMMENTS o comments are mandatory and should address potential for promotion and higher level schooling and positions, but may also address performance and/or evaluation rendered by rater o if minimum rating time not met, enter "Senior Rater does not meet minimum qualifications" & parts Vc and d will not be completed o marginal ratings given by the rater, and fair or poor ratings in part Vc and d must be addressed by the senior rater o enter bullets that correspond to the box checks in Vc and Vd ; a "2" or "3" rating would not equal the bullet "promote now"					
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. List up to three (at least 2) positions at the current or next grade _____ _____ _____									
c. SENIOR RATER. Overall performance <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">+</div> <div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: white;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: white;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: white;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: black;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: black;"></div> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> 12345 </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> SuccessfulFairPoor </div>				d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">+</div> <div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: white;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: white;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: white;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: black;"></div> <div style="width: 20px; height: 20px; border: 1px solid black; background-color: black;"></div> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> 12345 </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> SuperiorFairPoor </div>					

Va The rater marks a box to indicate the rated NCO's overall potential as follows:

- **Among the best** – NCOs who have demonstrated success and/or excellence; a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.
- **Fully Capable** – NCOs who have demonstrated success; a good performance, and should sufficient slots be available, a promotion recommendation.
- **Marginal** – NCOs who need improvement in one or more areas; do not promote at this time

Vb **POSITIONS THE RATED NCO COULD BEST SERVE THE ARMY**. The rater lists up to three (at least two) different future duty positions in which the rated NCO could best serve the Army at **the current or next higher grade**. Therefore, do not recommend a SSG serve as a 1SG or a SGT serve in a position normally identified for junior personnel. Also, a SSG who receives a marginal rating based on poor leadership skills should not be recommended to serve in a higher leadership position; however, the same SSG may have outstanding technical skills and might be recommended for a higher position in the technical arena.

Parts V c&d – The senior rater marks a block to indicate the rated NCO's overall performance/potential as follows:

- **Successful/Superior** – *a '1' or '2' rating represents a very good, solid performance and is a strong recommendation for promotion. The '1' rating should be reserved for your absolute top performers - the best of the best. The '2' rating is for your very strong performers who may be just a small cut below the very best. A '3' rating represents a good performance, and should sufficient slots be available, a promotion recommendation. Senior raters should not use quotas to determine which NCOs to rate '1', '2', or '3'.*
- **Fair** – A '4' rating represents NCOs who may require additional training/observation and should not be promoted at this time.
- **Poor** – A '5' rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote.

Ve **SENIOR RATER BULLET COMMENTS:** Senior rater bullet comments are mandatory and should focus on potential for promotion, higher level schooling and positions of greater responsibility, but may also address performance, and/or the evaluation rendered by the rater. **Senior rater bullet comments must be clear, concise and should reflect the senior rater's recommendation to promote the NCO "now", "ahead of" or "with peers", or to "not promote."** General terms such as "prime candidate for promotion" or "ready for promotion" often leave the panel members to decipher what is meant. A bullet comment, "*consider for promotion*" leaves the impression that the soldier has only mediocre backing for promotion. Marginal ratings given by the rater and fair, or poor ratings in Part V must be addressed by the Senior Rater. It's important to enter bullets that correspond to the box checks in Vc. and d. Entering a '1' rating for potential but failing to address potential in bullets or entering weak potential bullets may degrade the value of the box check. Likewise, a '4' or '5' box check that is not addressed as a deficiency in the bullets sends a confusing signal on the value of the box check. Sometimes, the senior rater would mark a '2' or '3' block and the written bullets would be "promote now", or "promote immediately". Panel members do not know what the intent is for giving this type of rating. Failure to address potential can send a strong, often unintended, message to a selection board member, e.g., *'No bullets must mean this NCO has marginal potential'*. A lack of comments on promotion potential may be interpreted as "keep in the same grade." The same bullet narrative rules apply here except the senior rater is not restricted to the use of examples like the rater is in Part IVb-f.

The first senior rater bullet in Ve should be the one addressing promotion potential. As noted above, selection panels need to see a **clear and concise recommendation for promotion, e.g. promote "now", "promote ahead of peers" or "promote with peers", "promote if room", or to "do not promote."**

NOTE: *When the senior rater does not meet minimum time requirements for evaluation on the rated NCO, he will enter the following statement in part Ve: "Senior rater does not meet minimum qualifications". Parts Vc and Vd will not be completed.*

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NCO EVALUATION REPORT

For use of this form, see AR 623-205; the proponent agency is CDCSPER

SEE PRIVACY ACT STATEMENT
IN AR 623-205, APPENDIX C

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PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial) CRACKLE, JIMMY D.				b. SSN 000-11-2222		c. RANK SSG		d. DATE OF RANK 001001	e. FMOSC 71L3OF500
f. UNIT, ORG, STATION, ZIP CODE, GRAPO, MAJOR COMMAND HHC, 2d Battalion, 82d Field Artillery, Fort Hood, TX 76544								g. REASON FOR SUBMISSION 2 ANNUAL	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO OF ENCL	l. RATED NCO COPY (Check one and Date)		m. FSC Initials	n. CMD CODE	o. FSB CODE
FROM	THRU				1. Given to NCO		Date		
YYYY MM	YYYY MM				2. Forwarded to NCO			FC	FS17
2001 03	2002 02	11	Q						

PART II - AUTHENTICATION			
a. NAME OF RATER (Last, First, Middle Initial) CROCODILE, ANDREW L.		SSN 111-22-3333	SIGNATURE
RANK, FMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 75H40, 2d Battalion, 82d Field Artillery, Fort Hood, TX 76544		NCOIC, Brigade S-1	
b. NAME OF SENIOR RATER (Last, First, Middle Initial) MEDDLER, BOBBY D.		SSN 222-33-4444	SIGNATURE
RANK, FMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, SC, 2d Battalion, 82d Field Artillery, Fort Hood, TX 76544		Brigade S-1	
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating of officials in Part II, the duty description to include the counseling dates in Part III, and the AFPT and height/weight entries in Part IV are correct. I have seen the report completed through Part V, except Parts I and II. I am aware of the appeals process of AR 623-205.		SIGNATURE	DATE
d. NAME OF REVIEWER (Last, First, Middle Initial) SEEME, DARYL V.		SSN 444-55-6688	SIGNATURE
RANK, FMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT MAJ, SC, 2d Battalion, 82d Field Artillery, Fort Hood, TX 76544		Executive Officer	
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)			

PART III - DUTY DESCRIPTION (Rater)				
a. PRINCIPAL DUTY TITLE Personnel Sergeant		b. DUTY MOSC 75H30		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Oversees the day-to-day operations of the Brigade Personnel Administration Center; responsible for equipment valued in excess of \$800K; provides direct supervision to three NCOs and six junior soldiers; responsible for the training, development, counseling, and mentoring of subordinates; provides technical advice and guidance to subordinates and customers; ensures the prompt and accurate processing of officer and enlisted evaluation reports, personnel actions and finance actions and reviews correspondence for completeness.				
d. AREAS OF SPECIAL EMPHASIS NCO-ER timeliness and accuracy Rater: andrew.crocodile@; S/R: bobby.meddler@bragg.army.mil; Rev: daryl.seeme@bragg.army.mil				
e. APPOINTED DUTIES Hand Receipt				
f. COUNSELING DATES	INITIAL 010404	LATER 010715	LATER 011022	LATER 011228

PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)			
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.		YES	NO
V A L U E S	1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	2. DUTY: Fulfills their obligations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	3. RESPECT/EQOEED: Treats people as they should be treated.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	4. SELFLESS SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	5. HONOR: Lives up to all the Army values.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	6. INTEGRITY: Does what is right - legally and morally.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bullet comments o honesty and integrity above reproach o one of the most highly respected NCOs in the Brigade o committed to excellence and gets the mission done on time			

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RATED NCO'S NAME (Last, First, Middle Initial) + CRACKLE, JIMMY D. jimmy.crackle@		SSN 000-11-2222	THRU DATE 2002 02 +
PART IV (Rater) - VALUES/NO RESPONSIBILITIES <div style="font-size: small; text-align: right;"> Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional. </div>			
b. COMPETENCE o Duty proficiency, MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/></div> <div>SUCCESS (Meets std) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Some) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Much) <input type="checkbox"/></div> </div>		o meticulous monitoring of NCO-ERs resulted in zero late reports and 99.6% accuracy rate over a six month period o expertly handled in excess of 2400 personnel actions during this rating period and ensured prompt processing o provided superb personnel service support to over 1900 soldiers assigned to the brigade	
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/></div> <div>SUCCESS (Meets std) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Some) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Much) <input type="checkbox"/></div> </div>		<div style="display: flex; justify-content: space-between; font-size: x-small;"> APFT PASS 0110 HEIGHT/WEIGHT 69/163 YES </div> o awarded the physical fitness badge for two consecutive APFTs o routinely worked in excess of 60 hours per week and maintained high morale and enthusiasm	
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/></div> <div>SUCCESS (Meets std) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Some) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Much) <input type="checkbox"/></div> </div>		o mentored two soldiers to win Brigade Soldier of the Quarter honors o motivated and coached a previously substandard soldier to successfully pass the APFT and meet the weight standards o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty related skills o Sharing knowledge and experience to fight, survive and win <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std) <input type="checkbox"/></div> <div>SUCCESS (Meets std) <input checked="" type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Some) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Much) <input type="checkbox"/></div> </div>		o personally planned and executed annual common task training and testing for all soldiers assigned to the brigade headquarters o outstanding training efforts resulted in 98.7% first-time 'GO' rate on the CTT within the headquarters o constantly trained soldiers on daily tasks and responsibilities, refused to settle for mediocrity	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std) <input type="checkbox"/></div> <div>SUCCESS (Meets std) <input checked="" type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Some) <input type="checkbox"/></div> <div>NEEDS IMPROVEMENT (Much) <input type="checkbox"/></div> </div>		o maintained accountability of office and automation equipment valued in excess of \$800K with zero loss or damage o completely reorganized office area to better utilize allocated space and removed excess to create more professional office atmosphere o kept track of soldiers and always knew where they were	
PART V - OVERALL PERFORMANCE AND POTENTIAL			
a. RATER Overall potential for promotion and/or positions of greater responsibility. service in <div style="display: flex; justify-content: space-around; font-size: x-small;"> <div>AMONG THE BEST <input checked="" type="checkbox"/></div> <div>FULLY CAPABLE <input type="checkbox"/></div> <div>MARGINAL <input type="checkbox"/></div> </div>		e. SENIOR RATER BULLET COMMENTS o select in the secondary zone for promotion to Sergeant First Class o out-performs most Master Sergeants o unquestionably the best Staff Sergeant I have ever rated or senior rated o an all-around superb performance by a top-notch NCO o assign to tough, challenging assignments - he will excel	
b. RATER List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade Service School Instructor Personnel Supervisor Protocol NCO		d. SENIOR RATER Overall potential for promotion and/or service in positions of greater responsibility.	
c. SENIOR RATER Overall performance <div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> <div style="margin-left: 10px;"> 1 2 3 4 5 Successful Fair Poor </div> </div>		<div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> <div style="margin-left: 10px;"> 1 2 3 4 5 Superior Fair Poor </div> </div>	

CHAPTER III

RESPONSIBILITIES AND TIPS FOR RATING OFFICIALS

1. Roles for rating officials:

Rater: The rater's primary role is that of evaluation, focusing on performance and performance counseling. Rater will:

- a. Counsel the rated NCO on his duty performance and professional development at least quarterly throughout the rating period. Define and discuss the duty description for part III of the NCO-ER with the rated NCO during these sessions.
- b. Prepare a separate DA Form 2166-8-1 for each rated NCO. The form will be used together with a working copy of the NCO-ER for conducting quarterly performance counseling.
- c. Assess the performance of the rated NCO using all reasonable means.
- d. Prepare a fair and accurate report evaluating the NCO's duty performance, values/NCO responsibilities, and potential.

Senior rater: The senior rater's role is primarily that of evaluation, focusing on potential, over-watching the performance evaluation, and mentoring. Senior rater will:

- a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period. This includes a periodic review of the counseling checklist to ensure initial and quarterly counseling is being accomplished.
- b. Prepare a fair, accurate report evaluating the NCO's duty performance, professionalism, and potential.
- c. Obtain the rated NCO's signature in part II of the NCO-ER. Ensure the rated NCO is aware that his signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater.

Reviewer: The reviewer is responsible for providing rating safeguard and over-watch. He may comment *only when in disagreement with the rater and/or senior rater*. He will:

- a. Ensure that the proper rater and senior rater complete the report.
- b. Examine the evaluations rendered by the rater and senior rater to ensure they are clear, consistent, and fair in accordance with known facts. Special care must be taken to ensure the specific bullets support the appropriate "excellence", "success", or "needs improvement" ratings.
- c. Indicate concurrence or nonconcurrence with the rater and/or senior rater by annotating the appropriate box with an 'X' in part II and adding an enclosure (not to exceed one page), when the nonconcurrence box is marked.

2. Tips for Rating Officials:

RATER

- The best advice to all NCOs and officers who rate NCOs is ***get a copy of the Counseling Checklist/Record, read it, use it, keep it.***
- Before counseling, a little extra time spent writing or reviewing the duty description will pay off. If you have a hard time understanding it, then you know the rated NCO will have trouble, so keep it simple.
- The hardest part of counseling is setting standards for your subordinates. For help, start with the ***examples of standards*** in the checklist. You can use them as they are or adjust them to fit your situation.
- When you counsel, spend most of your time talking to the future, what should be done, or what should be done better. Don't dwell on the past. Don't forget to get the rated NCO's ideas – then listen.

WHEN YOU RATE:

- Follow the rules for bullet comments. Reports that don't follow the rules will be returned.
- A 'NO' in Part IVa of the NCO-ER is serious since all NCOs are expected to adhere to the values. Don't use a 'NO' as an attention-getter. When you put a 'NO' on an NCO-ER mean it and give a clear description of why the value/responsibility was rated 'NO'.
- Excellence ratings should be clearly articulated as something above the ordinary, something quantifiable, and accomplished during that rating period. Measure the accomplishment against a quantifiable or qualitative standard. The bullet used to justify the excellence should be up front (the first bullet in the block).
- If a soldier's conduct warrants an Article 15 or Memorandum of Reprimand, clearly he/she should not receive a rating of "among the best" by the rater or '1/1' by the senior rater.
- A rated NCO with all success ratings in Part IV ***can*** be rated "among the best" in part Va.

SENIOR RATER

- The better you know the rated NCO, the better you will do your duty as senior rater.
- Check early to see that the rater is counseling and has a checklist for each rated NCO. This will be a matter of command and inspection interest, don't get caught short.
- When it's time to rate, make sure rater's bullets follow the rules, especially double spacing, and no more than two lines per bullet. Also check to see that an excellence rating in Part IV is fully justified by examples. If it isn't, get with rater and offer help.
- Your primary mission is to evaluate potential, so make sure your bullet comments include recommendations for the future. If you don't, you could disadvantage the rated NCO.

Example potential bullets sought out by board members:

- promote now/immediately
- promote to SFC with/ahead of peers
- promote if room
- do not promote
- send to ANCOC now

NOTE: Board members tend to view “***now***” as a stronger statement of potential than “*promote ahead of peers.*”

- Read carefully the definitions for box Xs. Either a '1' or a '2' represents a very good performance by the NCO and a strong recommendation for promotion.
- senior rater will address the rater's evaluation of marginal potential. This is meant to force a dialog between these two raters. The senior rater will place one bullet that indicates agreement or disagreement with the marginal rating. If the senior rater agrees, a bullet is necessary that identifies the ratee's shortcoming. **Example:** his lack of training skills is responsible for his tank to fail three times to qualify.
- Failure to address potential can send a strong, often unintended, message to a selection board member, e.g., ***no bullets must mean this NCO has marginal potential.*** A lack of comments on promotion potential may be interpreted as ***keep in the same grade.***
- IAW AR 623-205, the senior rater obtains the rated NCO's signature on the NCO-ER.

REVIEWER

- Consider yourself in charge. It is your responsibility to see that the evaluation on the NCO-ER is accurate, fair and serves the best interests of the Army. Feedback from the NCO Corps indicated a strong desire to have a reviewer to over-watch the evaluation process – don't lose the trust.
- Step in as soon as you see something going wrong, try to correct problem with rater and senior rater before report is processed. You can't force them to change an honest evaluation, but often discussion will resolve the issue.
- When you are unable to resolve the problem, express your nonconcurrence with an enclosure. *Only* use an enclosure when you have ***a significant disagreement***. Selection boards do not want a third agreement – that wastes everybody's time; (EREC will reject unauthorized enclosure).
- Remember to check to see that performance counseling is happening. Good counseling will result in better performance, is essential to leader development, and therefore is a subject of command and inspection interest.
- When a report is submitted to you for signature, check to see that any excellence ratings by the rater are fully justified by bullet examples.

CHAPTER IV ELECTRONIC FORMS

1. NCO-ER's produced and submitted on electronically generated forms must meet the following criteria:

a. The electronically generated form must be a mirror image of the printed DA Form 2166-8. When held up to a light with an original DA Form the boxes must be the same size and all the form's lettering and lines must be as near as a match as possible. Forms that do not essentially look like the original will be returned.

b. Good quality paper must be used (8.5 x 11, not A4). NCO-ERs submitted for processing on poor quality and tissue thin paper will be returned, as they do not scan onto the OMPF well.

2. Electronic evaluation reports must be printed on one sheet of paper, front and back, head to foot. The electronically produced NCO-ER does not have to be on two pages of continuous feed paper. Since the output of graphics based applications can vary depending on PC and printer configurations, it is essential that each electronically generated evaluation be visually checked prior to submission to ensure the printed output is a precise facsimile of the paper form.

3. The NCO-ER is the most important document in a NCO's OMPF. Prepare it with the same level of administrative diligence as an award certificate or DD 214. To preclude any conflict whatsoever regarding the form, it must be a mirror image of the original form.

CHAPTER V

EVALUATION REPORT APPEALS SYSTEM

Have you ever heard any of the following statements?!?

"Appealing your NCO-ER is the last thing you want to do; it only brings unwanted, additional attention to your records when they go before the centralized promotion board."

"It's best to rely on the good portion of your record to overshadow the incorrect or negative NCO-ER."

"The promotion board doesn't even look at NCO-ERs over five years old."

"It doesn't matter if the height and weight entries fluctuate, you've never been overweight."

If some of those statements or bits of "advice" sound familiar, please read on.

The Army created the appeals system to protect its interests and to assist soldiers in resolving possible errors on their evaluation reports. (Army Regulation 623-205 is the current regulatory guidance and is the regulation referred to throughout this article unless otherwise specifically stated. AR 623-205 applies to all noncommissioned officers in the Active Army, Army National Guard, and the U.S. Army Reserve.) Although any person may appeal an evaluation he or she believes is incorrect, inaccurate or violates the intent of the governing regulation, it is normally the rated soldier who submits an appeal. Unfortunately, soldiers often perform this task without seeking the proper guidance, thus jeopardizing their chances for a successful appeal. In the Total Army, several hundred-thousand evaluation reports are written and processed each year. Historically, the vast majority of those who render reports discharge this important responsibility with due care and consideration. Most reports accurately record performance and potential of the rated NCO. Many leaders and various agencies typically review these reports for format, content, and regulatory compliance before forwarding them to the Enlisted Records and Evaluation Center (EREC) in Indianapolis, IN. When received, the report becomes a matter of permanent record on the soldier's Official Military Personnel File (OMPF).

For a myriad of reasons, however, some rating officials occasionally do not write soldiers' evaluation reports as accurately and objectively as intended by the governing regulation. HQDA uses NCO-ERs and Academic Evaluation Reports (AERs) extensively for making personnel management decisions as well as selection for promotion and schooling. It is imperative that soldiers' records be as accurate as possible considering the competitiveness and across-the-board high quality of today's NCO corps.

When a senior enlisted selection board convenes for SFC, MSG or SGM/CSM, EREC provides the board members with a personnel data sheet containing summary information from the NCO's last five evaluations. EREC also provides the board members with the complete performance, commendatory and disciplinary portions of the OMPF. This OMPF contains all of the soldiers' evaluations. In other words, the members of the board who decide which NCOs they will recommend/select for promotion, advanced schooling and/or elimination under the QMP, have

viewing access to all of the soldier's evaluations. This article will inform the rated soldier on possible recourses when presented with an evaluation he feels is incorrect. General guidance is provided, as well as possible sources of assistance.

Deciding to Appeal.

If an NCO receives an evaluation report he believes is an inaccurate or unjust evaluation of performance and potential, contains administrative errors or was not rendered in accordance with the Army regulation(s) in effect at the time of preparation, he may appeal that report. Once EREC reviews, processes and files a report on the OMPF, it is considered to be administratively correct and an accurate portrayal of performance and potential; therefore, the rated NCO should ensure the evaluation is reviewed carefully before signing. When signing the report, the rated NCO verifies he has seen the completed report (through Part V); that the administrative data (Part I) is correct; the rating officials are proper (Part II); the duty description is accurate (Part III), to include the counseling dates, and the APFT and height/weight entries are correct (Part IVc). Appeals based on administrative errors in these portions, previously verified by the soldier's signature, will be accepted only under the most compelling circumstances.

In deciding to appeal, an NCO must consider early on whether he can gather sufficient evidence in support of the appeal. A self-authored statement alone does not suffice as evidence of an inaccurate, unjust or administratively flawed report. A report accepted by EREC is presumed to be correct until proven otherwise! Therefore, successfully challenging the judgment of rating officials is difficult. Take time when gathering evidence; a haphazardly created appeal wastes valuable time by having to start the process over each time the packet is returned for additional documentation. The rated NCO has several options to address alleged shortcomings on his evaluation. These *three* forms of redress are discussed next.

Three Forms of Redress

The three forms of redress are the *commander's inquiry*, the *submission of an appeal*, and the *Army Board for Correction of Military Records (ABCMR)*.

The Commander's Inquiry

The first form of redress is the commander's inquiry. While the primary purpose of a commander's inquiry is to provide a greater degree of command involvement in preventing obvious injustices to the rated NCO, and to correct errors before the evaluation becomes a matter of permanent record; after an evaluation becomes a matter of permanent record, the commander's inquiry still provides a mechanism to clarify errors or injustices. Paragraph 2-15 of the regulation outlines the procedures for initiation, conduct and disposition of the commander's inquiry. The inquiry must be made by a commander (major or above) in the chain of command above all the designated rating officials involved in the allegation(s). This commander may also appoint an officer, senior to the designated rating officials involved in the allegations, to make the inquiry. The rated NCO should identify any alleged error(s) or injustice(s) through memorandum to the commander who will conduct the inquiry. The key is to act quickly, and make desires known before the report is forwarded through

processing channels. It is much easier to correct a report locally through a commander's inquiry than to process an appeal later.

The commander's inquiry secures a review of the alleged shortcoming(s) by someone above the rating chain officials involved in the allegation(s). It is not merely to receive a "relook" by one of the rating officials. Action to be taken can vary from a recommendation for correction of the evaluation locally (if the report has not been forwarded to EREC), to forwarding the results to DA PERSCOM for reports already submitted to EREC.

Results of an inquiry performed after a report becomes a permanent record on the NCO's OMPF must be forwarded to DA PERSCOM, (Evaluations Systems Office), not later than 120 days after the "THRU" date of the report. The regulation forbids rating officials from lowering their evaluation as a result of the inquiry.

Submitting an Appeal

The second form of redress is submitting an appeal. The NCO should begin preparation of an appeal as soon as possible after receiving an evaluation considered unjust, unfair or administratively incorrect. Timeliness is crucial for requesting and obtaining needed supporting documents and third party supporting statements. As soldiers who could potentially provide supporting statements change duty stations, and/or separate from the Army, their recollection of specific incidents may become *distorted* or less accurate. As time passes, key documents such as rating schemes, command inspection results, etc., become less available. For these reasons, soldiers should initiate their appeals as soon as possible.

By current regulation, the appellant has five years from the evaluation's completion date to submit an appeal of a substantive nature. Administrative appeals will be considered regardless of the period of the report. Appeals of an administrative nature pertain to Part I, Part II, and Parts IIIa and IIIb only. All other appeals are substantive in nature. Chapter 4, Appendix F, and Figures F-1 through F-6 provide specific guidance for preparation and submission of an appeal. This guidance will answer all but the most technical questions regarding a potential appeal. The soldier does not have to interpret the governing regulation and submit his appeal without guidance. Appendix F states the personnel staff noncommissioned officer (PSNCO) in the S-1 (PAC), the personnel service battalion (PSB), and the local staff judge advocate (SJA) are available to advise and provide assistance in the preparation of an appeal.

Bear in mind: Statements by rating officials claiming they did not intend to evaluate as they did, will not serve as the sole basis for altering or withdrawing an evaluation report. The burden of proof to justify that a report -- once accepted for inclusion in the OMPF -- is unjust, unfair or administratively incorrect lies with the appellant.

When submitting appeals based solely on administrative errors, soldiers should remember that their signature on the report constitutes verification of Part I, Administrative Data. The evaluation report normally has been through all the rating officials, the S-1 (PAC), the PSB, and at some point through senior leaders for review prior to submission to the soldier's OMPF. Considering this, EREC will normally return an appeal submitted solely on errors identified in the administrative portion of the report.

ABCMR

A soldier may also request relief through the third, and last, form of possible redress, the ABCMR, in accordance with AR 15-185.

Preparing an Appeal

Soldiers should start by reviewing the governing Army regulation(s) in effect at the time the challenged report was prepared. Using a copy of the report, note any instances where the rating officials did not follow the provisions of the regulation. While minor inconsistencies or irregularities are noteworthy in any appeal packet, they normally do not constitute the basis for removal of a report. They do, however, add to the overall consideration of the merits of an appeal. Serious irregularities, such as improper rating officials, may warrant full or partial relief, in and of themselves. Complete removal of an evaluation is merely one form of relief. As explained later in this article under "processing and disposition," an appellant may request complete removal or specific corrections or changes to his report.

Make a list of individuals who served in positions that could possibly challenge or refute the alleged shortcomings or errors on the challenged report. Also, make a list of all hard copy reports or documents that may support the specific contentions. Some examples of these types of supporting documents/reports are published rating schemes, written counseling statements, command inspection program results, and results of any commander's inquiry. Contact previous units to request copies of these documents. Army Regulation 25-400-2 dictates a specific retention period for documents; the longer a soldier waits to request these documents, the greater the possibility they may not be available.

Worldwide locator information is available by contacting the Interactive Voice Response System (IVRS) at DSN: 221-3732 or COML: (703) 325-3732. This system will provide an address for requesting the current unit of an active duty soldier. For those known to have left active duty, forward correspondence requesting support to the National Personnel Records Center, ATTN: Army Reference Branch, (NCPMA), 9700 Page Avenue, St. Louis, MO 63132-5260. The individual's full name, rank, and SSN must be provided with the correspondence. When requesting an address or assistance, always indicate that the request is for official use in support of an evaluation report appeal.

While awaiting the addresses and requested documents, prepare letters to solicit support for the appeal. Examples for both the letter of request and the individual's memorandum of support are located in Figures F-5 and F-6. Also, begin preparation of the basic letter/memorandum of appeal. Follow the format in Figures F-2, F-3 or F-4. These examples cover administrative, substantive and a combination of both types of appeals. Guidance for determining the priority of an appeal may be found in Paragraph 4-6. Soldiers use their residence as a return address to keep the appeal as confidential as possible.

Identify the specific portion(s) of the report that are contested and clearly state the disagreement and what type of relief is desired, i.e., "total removal of report from OMPF"; "changing or correction of incorrect statement, bullet, or specific item"; or "addition of correct information." There are no restraints on type and quantity of supporting evidence, but quality and relevance are essential.

Direct the focus of the appeal on the period of the contested report. Previous evaluations and awards give limited support at best. Once the appeal packet is complete, review its contents using the summary checklist in Paragraph 4-10 before submitting it to EREC.

Processing and Disposition of Appeals

The Appeals and Corrections Branch of the respective Active, Reserve, or National Guard component will review the case on receipt and notify the soldier by letter that the appeal has either been accepted or is being returned due to lack of evidence or regulatory compliance. The appropriate Appeals and Corrections Branch will resolve administrative appeals. Appeals of a substantive nature will be forwarded for adjudication by the Appeals and Corrections Branch to the Office of the Deputy of Chief of Staff for Personnel Enlisted Special Review Board (ESRB). The Appeals and Corrections Branch will notify the soldier of the outcome on final determination of the case.

In any event, whether the appeal is approved or denied, either totally or in part, documentation is placed in the OMPF. The performance portion of the OMPF is updated to include either (1) a memorandum for record that documents the amendment or explains non-rated time or (2) the DA PERSCOM letter which notifies the appellant that his appeal has been denied. When the appeal is denied, either totally or in part, a complete copy of the appeal correspondence is placed in the restricted data.

SAMPLE BULLETS EXTRACTED OUT OF PREVIOUS NCO-ER UPDATES WHICH JUSTIFIED RATINGS MARKED

This enclosure provides a sample of Excellence, Success, and Needs Improvement NCO-ER Bullets highlighted in recent Quarterly NCO-ER Updates as being those bullets that justified the marked rating. This should help a rater in distinguishing between a 'success', 'excellence' or 'needs improvement' bullet. Note that excellence bullets should be clearly articulated as something above the ordinary, something quantifiable. Excellence bullets should be demonstrated by specific examples and measurable results, as are the sample ones in this enclosure. The last part of the enclosure contains example senior rater bullets that selection boards like to see. Senior rater bullets need to be clear, concise and reflect potential for promotion, higher level schooling and positions of responsibility.

EXAMPLES OF SUCCESS BULLETS

- selected to compete at DA level in the Phillip A. Connelly competition
- 100% accountability of all property during change of command inventories
- completed over 60 hours of military correspondence courses during rating period
- Sergeant's Time briefing book selected as standard for the battalion
- totally committed to quality of awards, NCO-ERs and OERs, 100% timeliness and processing rate utilizing his system and expertise
- provides students the latest in course material by devoting countless after-duty hours revising lesson plans
- motivated three soldiers to compete in Division NCO of the Year competition
- demonstrated competence resulted in her selection as NCOIC, Preventive Dentistry Course, over five more senior NCOs
- his competence enabled him to rank 3d of 20 recruiters in mission accomplishment
- competed in brigade level NCO of the Quarter Board in which he placed second of seven NCOs
- improved supply reconciliation of overdue documents by 66% with expert knowledge of ammunition procedures
- developed and supervised a company Force Protection Plan for an OCONUS deployment resulting in zero incidents or compromise
- commended by Kenyan Minister of Defense for his outstanding medical instruction to over 150 Kenyan soldiers
- planned and executed an immunization program for a reserve battalion allowing over 200 personnel to receive all required shots
- completed six semester hours during the rating period towards a Bachelor's Degree despite an extremely high OPTEMPO
- maintained 100% accountability of over 1 million dollars worth of equipment
- sets the example in the battalion for NBC proficiency, often lends his expertise to other companies, improving their NBC training
- completed the battalion's monthly Unit Status Report (USR) requirement for the past 6 months with zero defects
- expertly performed security and circulation control of a 6,700km sector in Bosnia.

EXAMPLES OF EXCELLENCE BULLETS

- achieved three honor platoon awards during rating period
- developed a rigorous PT program which resulted in improvement of section APFT scores from an average of 224 to an average of 246
- achieved an outstanding rating on 3 out of 4 command inspections, best in the battalion
- improved the processing rate of pay actions from 65% to 94% in less than 3 months
- in the absence of an officer, commanded the detachment on two separate missions at JRTC
- coordinated and executed ahead of schedule the set up of a local area network for 240 computers during the battalion move
- selected by the JTF Commander to serve as the J3 to train an ARNG staff on all aspects of TOC Operations
- commended by numerous officers for his exceptional training of the national military academy of the former Soviet Republic of Moldova
- awarded the FORSCOM's MG Aubrey "Red" Newman Award for leadership excellence
- maintained strict accountability of more than \$30,000 in donated humanitarian relief medical supplies for the Kosovo area
- first-choice reporter on prestigious MacArthur Awards ceremony in Pentagon – lauded by Chief of Public Affairs for 117 releases to media
- selected as a finalist for the White-House Military Office Senior NCO of the Year
- processed over 200 evaluations for all four military services; error-free and achieved an exceptional 98 percent on-time rate
- nominated for the Agency's "Technician of the Year"
- coordinated the movement of 184,000 pounds of equipment worth over \$2.5 million maintaining 100% accountability
- maintained 100% accuracy for 7 Major Subordinate Command ammunition accounts valued at over \$28 million
- led by example by mentoring two soldiers toward successful achievement of their gold recruiter rings
- team APFT average of 294
- accounted for Property Book valued at over \$20 million
- displayed technical mastery of his instrument as solo bugler during wreath laying ceremony for the Defense Minister of Greece
- demonstrated excellent work habits and attention to detail that contributed to a 26% rise in EIB success
- directly responsible for 7 soldiers being awarded the EFMB
- biked across Georgia; 468 miles in 6 days
- maintained a 100% SIDPERS accuracy rate for all transactions for 12 months
- his aggressive training program resulted in 12 soldiers excelling in the Army's Culinary Arts competition; Winning 16 medals
- selected three times as 1SG, Co B, Academy Battalion above his peers
- won the Ironperson Award at the Battle Staff NCO Course for scoring 356 points on the extended APFT scale
- selected over 10 senior SFCs to be Detachment First Sergeant
- received a 100% rating from the Command Inspection Program in NBC, Property Book, and vehicle maintenance

EXAMPLES OF NEEDS IMPROVEMENT BULLETS

- failed to meet APFT standards for the two mile run and sit-ups with a total score of 148
- lack of supervision over subordinates and failure to follow procedures resulted in the loss of \$2,000 worth of equipment
- demonstrated little concern for the security and accountability of sensitive items during cyclic field exercises
- improper purchase from subordinate adversely affected morale and discipline within the section
- consistently failed to meet administrative suspenses
- counseled by the Battalion CSM for having the most disorganized platoon in the company
- failed to develop subordinates; did not perform mandatory performance counseling for the NCO-ER
- many times has failed to inspect soldiers and their equipment
- perception of improper conduct adversely affected morale and discipline within the Division
- unexcused absence from duty left platoon enlisted soldiers unsupervised
- failed to comply with instructions of superiors on several occasions
- encouraged soldiers to grow by cheating for each other
- integrity compromised upon submission of false documents
- constantly complained about time spent in the field

STRONG SENIOR RATER PERFORMANCE AND POTENTIAL BULLETS

- promote to SFC immediately
- an exceptionally talented and gifted NCO who consistently produced superb results – a must select for promotion
- in top 5 percent of all SSGs I have worked with in my past 11 years of service
- models, mentors, and motivates soldiers to emulate Army values
- selected over other senior NCOs to manage the administrative section of the largest directorate in the Agency
- unlimited potential; one of tomorrow's leaders; promote now
- absolutely outstanding NCO whose performance and abilities clearly outdistance that of his peers
- capitalize on his leadership abilities and select for Drill Sergeant School
- clearly capable of serving with distinction in the most demanding and critical assignments
- promote immediately, place in leadership positions
- send to ANCOC and assign as a trainer of soldiers
- would be an invaluable asset on any Battalion Staff
- the epitome of a professional NCO warrior; a model for all others to emulate
- unlimited potential; clearly a future First Sergeant
- promote first time eligible in the secondary zone
- outperformed 99 percent of his peers; clearly the best NCO in the battalion
- unlimited potential, promote now, send to 1SG's course and assign as a 1SG
- his demonstrated competence and potential deserves immediate promotion to MSG
- his leadership is directly responsible for his platoon being rated number one of twelve

HEIGHT, WEIGHT, APFT AND PROFILE INFORMATION

The following information is provided to assist you in the preparation of personnel evaluations and related administrative data.

APFT: Per AR 350-41, para 9-8b(1), active duty Army soldier will take the APFT at least twice each year. A minimum of 4 months are required between record tests. Accordingly, if a soldier does not take a test within 8 months after the previous APFT, he will be in the 9th month - with 4 months minimum until the next record test, a soldier will not meet the 2 per 12-month standard of the regulation (9+4=13). Medical profiles are an obvious exception (see below).

* On the evaluation, the entry for the APFT will reflect the ratee's status on the date of the most recent APFT administered by the unit within the 12 month period prior to the last rated day of supervision (THRU month). If a NCO has taken two tests within a year, can they choose which APFT score to use? **NO!!** The entry reflects the NCO's status on the date of the unit's **most recent** APFT (Remember, the commander can direct an APFT be given to one person; the score can be used as long as the APFT is taken within the rated period). If an NCO has a permanent profile and is authorized to take the alternate event test, then the entry must reflect that the NCO completed the APFT. The entry will read "PASS YYMM" or "FAIL YYMM" or "PROFILE YYMO".

- Comments are mandatory for an entry of "FAIL". Rating of "***Needs Improvement***" must reflect actual APFT Score. Example bullet:

- o Failed to meet APFT standards for the two mile run and sit-ups with a total score of 149

- Comments on "PROFILE" are mandatory. If an NCO has a profile which prevents taking the APFT, a bullet comment is required on how the profile affects his ability to perform normal duties, **not** his ability to take the APFT.
- If no APFT within the last 12 months and no profile, the entry is left blank and the rater must explain why.
- For a pregnant soldier, if an APFT was completed prior to pregnancy and within the last 12 months, those results will be entered. If not taken due to pregnancy within the last 12 months, the entry will be left blank and the following comment entered: "Exempt from APFT requirements IAW AR 40-501"

Failure to pass the APFT or failure to take the APFT within the required period will result in flagging of the soldier IAW AR 600-8-2, para 1-13. Soldiers who fail consecutive APFTs may face elimination action.

If a soldier receives a profile, the appropriate code must be entered (1,2,3, or 4) on the DA Form 3349 in the PULHES rating. All medical documents pertaining to the type and length of the profile must be given to the Company Training NCO to track APFT exemptions and availability for testing. Soldiers with permanent or extended temporary (more than 90 days) profiles should have the

medical authority indicate an alternate APFT, if appropriate. The alternate APFT is entered the same way as the regular APFT on the evaluation - there is no distinction.

HT/WT. IAW AR 600-9, Section III, para 20, at a minimum, all soldiers will be weighed-in when they take the APFT or at least every six months.

* On the evaluation, enter the rated NCO's height and weight (inches and pounds) respectively as of the unit's last weigh-in. If there is no weight-in during the period covered by the report, the rater will enter the NCO's height and weight as of the "THRU" data of the NCO-ER. An entry of "YES" or "NO" will be placed in the space next to the weight to indicated compliance or noncompliance with AR 600-9. Sample entries "**72/180 YES**" or "**68/205 NO**".

- The requirement to enter the bullet "Within body fat standards of AR 600-9" for NCOs who exceed the weight for height screening table, but are within the body fat standards for his age group, was **deleted** by MILPER Message 98-044. That statement will **not** be used.

- Rater will comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9 in Part IVc. Comments will indicate the reason for noncompliance. Medical conditions may be cited for noncompliance, however the "NO" entry is still required because medical waivers to weight control standards are not permitted for evaluation report purposes. The progress or lack of progress in weight control programs will be indicated.

- For pregnant soldiers, the entry will be left blank and the following statement placed as a comment: "Exempt from weight control standards of AR 600-9"

* Soldiers not in compliance with the Ht/Wt screening tables and body fat standards of AR 600-9 will be flagged and placed in a weight control program. Personnel are required to weigh-in at least monthly to track progress. Failure to maintain progress will result in elimination action.